INTRODUCTION

Standards and standardization are very important in every situation in life. At every step, and in all contexts, standards are, although invisible at first glance, an essential and integral part of our lives. They enable us to lead safer, simpler, easier, healthier, and simply more comfortable lives.

Just as is the case in our private lives, it is difficult to imagine any serious business without the use of standards. Non-governmental organizations (hereinafter: NGOs) work with numerous subjects, and standards are the tools with which organizations increase their capacity and performance in order to better handle economic challenges, political and economic pressures and changes, and give additional credibility to their work and reputation.

The quality management system is a management system that we use to direct our organization towards achieving its set targets in terms of the quality of its business and service delivery. This system specifies the organizational structure, as well as the responsibilities, processes and resources needed for managing the system. It is a system which specifies who, what, when and how things are done, is focused primarily on the user, and as such improves the management standards and the offer of a company, which are the foundation of any successful organization, regardless of whether it operates in the non-governmental, public or private sector.

There are different quality management systems that NGOs can implement in their business, depending on their capabilities and desires. Some of them are SIQ, Pqasso, Sokno, ISO standards, etc.

The most widespread and best known quality management system is offered by the International Organisation for Standardization (ISO).

This manual is intended as a guide that will provide you with basic guidelines for a self-assessment of the performance of a company in various areas of work, as well as guidelines for improving the performance of NGOs through the implementation of the ISO 9001:2008 standards.

Standards for quality management systems – series ISO 9000, ISO 10000

The term "ISO 9000" or "the ISO 9000 series" is usually used as a collective name for a collection of standards, some of which do not even belong to the 9000-9999 group. The word "ISO" is derived from the Greek word "isos" - meaning "equal", which also explains the purpose of the standards: "So that we all do business in an approximately identical, correct way."
The ISO (International Organization for Standardization) is an international non-governmental organization for standardization, with members from 164 countries. It was established in 1946 with its headquarters in Brussels, and covers all fields of standardization, except for the specialized fields of the military industry. International standards are prepared in 3,335 technical bodies, of which 224 are ISO technical committees, with more than 19,000 standards published since the Organisation was formed.

Table 1 presents the most important standards that fall under the ISO 9000 series, and the differences between them.

Table 1 - The most important ISO 9000 and ISO 10000 standards

Standard name and number	Brief description
ISO 9000:2005 Quality management systems – The basics and terminology	Describes the basics of management systems and gives the definitions of the basic terms used in the ISO 9000 standards series.
ISO 9001:2008 Quality Management Systems - Requirements	A standard that specifies the requirements that can be used to review an organization's ability to satisfy customers, as well as applicable laws and regulations. **The standard is aimed at satisfying customers, and is the only document which can also be verified by a third party (or certified). ISO 9001:2008 is a system which protects against errors, and is based on four basic rules:** **Prescribe what you will do!** **Do as you prescribed!** **Record what you did!** **Question your ways of working, and take measures towards continuous improvement!**
ISO 9004:2009 Management for the sustainable success of an organization - access, quality management	Provides guidance on how to support organizations in achieving sustainable success in a complex, demanding and changing environment by satisfying the needs and expectations of its customers and other interested parties, over a prolonged period of time and in a balanced way, as a way of systematically improving the overall performance of the organisation.
ISO 19011:2002 Guidelines for auditing quality management systems and/or environmental management systems	A standard which provides guidelines for evaluating the ability of an organisation to achieve certain quality goals. It can be used for conducting internal assessments, evaluating suppliers or external audits (certification).
ISO 10002:2004 Quality management-Customer satisfaction-Guidelines for handling complaints within an organization	A standard with provides guidelines for how to handle complaint relating to products and the organisation, including planning and project planning, work, maintenance and upgrades.
ISO 10005:2005 Quality management systems - Guidelines for quality plans	This international standard provides guidance for the development, review, acceptance, implementation and revision of quality plans.
ISO 10006:2004 Quality management systems - Guidelines for quality management in projects	This is a standard that provides guidance for quality management in projects. It outlines the principles and explains the procedures of quality management, as well as of its implementation, which is important and has an impact on achieving the goals of the project. This international standard supplements the guidelines given in Standard ISO 9004. The guidelines are applicable to projects of different forms, from small to very large projects, from simple to complex, from those which are individual projects, to those that are part of a program.
ISO / TR 10013:2001 Guidelines for quality management system documentation	An instruction which provides guidance on how to prepare documentation for quality management systems, the levels of documents, the hierarchy of the documentation, and the form and content thereof.
ISO 10014:2006 Quality management-Guidelines for achieving financial and economic benefits	A standard that provides guidelines for establishing a system of tracking quality related costs, and identifying the information that can be used to make management decisions
ISO 10015:2001 Quality management - Guidelines for training	This standard provides guidelines that include the development, implementation, maintenance and

	improvement of training strategies and systems, which affect the quality of the products the organisation delivers.
ISO 10019:2005 Guidelines for selecting and using the services of management systems consultants	This standard provides guidance on how organizations should approach the selection of management system consultants, how to verify their competence and how to use their services in order to draw maximum benefit from their relationship.
ISO / TS 10004:2010 Quality management - Customer satisfaction-Guidelines for monitoring and measurement	This technical specification provides guidance for defining and implementing the processes of monitoring and measuring customer satisfaction. The purpose of this technical specification is that it is used by organizations regardless of their type, size or type of product they offer. It is aimed at users outside the organization.

The above table of standards indicates that the requirements that are assessed during certification are contained in the ISO 9001 standard, and that certification is conducted solely according to that standard.

ISO 9001:2008 ..... Who can apply an ISO standard?

The primary aim of ISO 9001:2008 standards is effectiveness (but not necessarily also efficiency) in the organization. This standard is applicable in all types of organizations, including NGOs.

This standard is aimed at customer satisfaction, and is the only document which can be used as the basis for verification by a third party (certification).

The adoption of a quality management system should be the strategic decision of an organization. The design and implementation of quality management in the organization depends on the following factors:

• the organization of the environment, changes in the environment, and the risks associated with it;
• different needs;
• specific objectives;
• the final product;
• employment processes;
• the size and organizational structure.

The purpose of this standard was not to introduce uniformity in the structure of quality management systems, or a uniformity of documentation. The standard is flexible enough to allow each organization to develop their own documents and rules, in accordance with required standards.

ISO 9001:2008 is a system which protects against errors, and
based on a methodology known as
PDCA
Plan - Do - Check - Act.

The methodology can be applied to all processes,
and is based on 4 steps / rules, that aim to control
and continuously improve processes and products.

It is also known as the Deming cycle.

PLAN
Establish goals, and the processes (activities) needed to realize goals. It is recommended to start testing for possible consequences as soon as possible.

DO
Implement the plan, implement processes, and implement the product. Collect data for analyses and presentations for the "CHECK" and "ACT" stages to follow.

CHECK
Study the actual results (collected and measured under the "DO" step), compare them with respect to the expected results (the goals from the "PLAN" step), and note the existing differences. Information is what you need for the next step, "ACT".

ACT
Request corrective action on any significant differences between actual and planned results. Analyze the differences in order to determine their cause. Determine where you changes can be made to improve processes or products. Take measures to continually improve the process performance of your quality management system.

Are the ISO 9000 series standards applicable to the NGO sector?
The ISO 9000 standards series is designed to help organizations of all types and sizes to implement and maintain an effective quality management system. This series of standards has been confirmed at the international level, and has in a short period of time established itself as a universally applicable model for a quality management system, independent of the model of the product or service it applies to.

The greatest priority is the organisation's orientation towards the user of the service (the client or customer). An NGO conducts detailed evaluations of the requirements of the users of services and the market, checks its own ability to fulfil those requirements, performs services in accordance with the requirements / specifications, and examines customer satisfaction after the services are finalised.

There is an increased orientation towards services. The organization verifies that the products/services meet the market requirements and product/service specifications. **There is a stronger emphasis on continuous improvement.** The expectations of the market and customers are changing, service users are becoming more demanding, and the success of the organization changes with them, thanks to the continuous improvement of its services and processes, as a result of the objective measurement and monitoring activities of NGOs.

The benefits of using NGOs in the implementation of ISO standards

➢ They encourage the introduction of a business planning system, as a tool for achieving business goals. This planning should be directed towards the prevention of problems and should include the interests of all parties: of the founder/owner, users/customers and employees/ volunteers of the community. At the same time, criteria and procedures are

established for monitoring the realization of business objectives, and assessing the effects achieved.

➢ It establishes the organization's vision of its long term development vision and the policies regarding the quality of products and services which meet the requirements and needs of users.

➢ The legal requirements that must be met are clearly laid out, thus reducing the likelihood that the organization operates outside the legal framework and as a result, becomes the target of attacks of inspections or negative audit reports.

➢ They help establish a clear internal distribution of responsibilities and authorities, based on documented guidelines for workers, which reduces the errors of staff and volunteers.

➢ They introduce a process of a documented monitoring of work, creating a basis for making decisions based on facts.

➢ The relations between the founders, donors and employees are improved through the encouragement of open communication about problems.

➢ There is a growing awareness of the need to preserve a clean, tidy and safe working environment, the need for proper handling of equipment, and its preventive maintenance.

➢ The organization deals with causes, rather consequences.

➢ The organization can demonstrate to all interested parties that it continuously improves the quality of its work, and can easily establish relationships with the business sector, governments and donors.

The process of introducing the quality management system in organization

As stated in ISO 9001, "The adoption of a quality management system should be the strategic decision of an organization." As a result, the benefits expected from this project depend directly on a number of key factors:

- the goals set
- the involvement of managers at all levels, and their willingness to initiate and implement changes and improvements,
- the support given by staff, project management methods.

What follows are some guidelines for the process of introducing ISO standards, that is, the steps therein:

1. **Identify the goals you want to achieve.**

   Which goals can you have?
   - improving efficiency and sustainability,
   - ensuring that services continually meet the demands and expectations of service users,
   - achieving customer satisfaction,
   - increasing/maintaining market share,
   - improving communication and morale among employees and volunteers in NGOs,

• reducing costs, particularly in relation to the complaints of service users,

• increasing trust in the NGO service sector.

2. **Determine what the customers of the services expect from you. You should take into account the demands and expectations of stakeholders, such as:**
   • the customers and end-users of services
   • the employees in an NGO
   • suppliers of NGOs
   • donors to NGOs
   • the community in which the NGO operates

3. **Obtain and review the information on ISO 9000 standards.**

4. **Apply the 9000 series of standards in your management system.** Decide whether to apply for certification using as the basis for your application the ISO 9001:2008 standard, or whether to organise certification on the basis of the scheme developed for non-governmental organizations.

5. **Provide guidance on certain aspects of the quality management system.** These guidelines may be related to the 9000 series standards.

6. **Determine the current state of your quality management system in your NGO, and check where there are any differences between your practice and the requirements of ISO 9001:2008.** You can do this yourself, or you can seek outside help.

7. **Determine which activities and processes need to be developed in the NGO, so as to be able to meet the demands and expectations of your clients/service users, in order to decrease their satisfaction.**

8. **Prepare an action plan to remove any discrepancies, mentioned in Step 6, and to develop the processes mentioned in Step 7, by:**
   • providing resources for these activities,
   • allocating responsibilities, i.e. appointing those in charge of the planned activities
   • preparing a timetable for the implementation of the planned activities

9. **Realize your plan.**

10. **Conduct periodic internal checks.**

11. **In your work, be guided by the instructions on the steps that you can take with regard to further certification and compliance.**

12. **Continue with the continuous improvements that result from objective measurement and monitoring activities by NGOs.**

What is gained by introducing a quality system?

Certification provides evidence that the organization possesses quality, satisfied and motivated employees and business partners, that it meets the demands and expectations of customers, that it controls all processes, provides constant quality of products and services, reduces costs and increases profits.

The internal reasons for implementing the ISO system are: to improve the existing organization of activities, increase the quality of products or services, increase work efficiency with a steady progress upwards, to establish a consistent system of accountability, increase customer satisfaction, establish preventive systems, better document work methods, increase employee satisfaction, etc.

PRINCIPLES AND VALUES - The eight quality management principles

In order to achieve successful management of the nongovernmental organisation, and its successful operation, it is necessary that it is managed and operates in a systematic and transparent manner.

Success can be the result of the implementation and maintenance of a management system designed to continually improve performance, taking into account the needs of all stakeholders. Managing an NGO also includes managing quality, together with other management disciplines. Eight quality management principles have been identified (and incorporated under ISO 9000:2005 Quality management systems – The basics and terminology) as those that can be used by top management in managing the organization, in order to improve performance.

1. **Orientation towards customer service**

   The organization depends on its users and therefore needs to understand their current and future needs, satisfy their requirements and to strive to exceed their expectations. Understand the current and future needs and expectations of your users. Measure user satisfaction and act in accordance with the measurement results. These measurements can be done by using questionnaires, surveys, etc.

2. **Leadership**

   Leaders should establish a unity of purpose and direction in the organization's development. They should create and maintain a working environment, where people will be fully involved in achieving the goals of the organization. Establish policies and goals that can be verified, implement these policies, provide resources and establish a favourable climate for quality. Establish a vision, guidelines and a system of shared values. Define challenging standards and goals, and apply strategies to achieve them. Observe and train the team, create conditions for work, and give people authority.

3. **Involvement of employees**

   The essence of non-governmental organizations are its employees and volunteers at all levels, and their full involvement enables their abilities to be used for the benefit of the organization. Define levels of expertise, train and enable employees and volunteers. Establish clear responsibilities and accountability. Create a sense of personal commitment to the organization, using people's knowledge and experience. Using trainings, enable them to be involved in making operational decisions and improving processes.

4. **The Process Approach**

   The desired result is achieved more efficiently when connected resources and activities are managed as a process. Define, manage and maintain documented processes.

   Specifically identify the internal/external users of interest groups for each process. Aim at using resources in activities within the processes, so that you effectively use the resources (human, material) and procedures.

5. **A Systematic Approach to Management**

   Identifying, understanding and managing a system of interconnected processes, intended for the realization of a set goal, improves the organisation's efficiency and effectiveness. Establish and maintain a suitable and effective documented quality system. Identify the set of processes within your system. Understand their mutual dependence and connect processes with organizational goals. Once you identify the processes, the next step is to set quality objectives (key objectives) and periodically measure the set objectives with the results.

6. **Continuous Improvement**

   Continuous improvement should be the goal of every organization, including non-governmental organizations. Try to, through management reviews, internal and external checks based on corrective and preventive actions, continually improve the effectiveness of your quality system. Set realistic and challenging targets for improvement, provide resources and give people the tools, support and opportunities to contribute to the process of continuous improvement.

7. **Decision-making Based on Facts**

   Effective decision-making is based on an analysis of data and information.

   Managerial decisions and activities within the quality system are based on an analysis of verified data and information obtained from reports on reviews, corrective actions, resolving incongruities, customer complaints and other sources. This is done in order to maximize productivity, and minimize losses and adverse effects for the organization.

8. **Mutually beneficial relationships with stakeholders**

   The organization and its suppliers are interdependent, so that their relations, established on the principle of mutual benefit, allow both of sides to gain additional value. Define the requirements to be met by your suppliers in a convenient manner. Re-examine and rate their abilities to manage the delivery of quality products and services.

   Establish strategic collaborations or partnerships, providing early involvement and participation in defining the requirements for the joint development and improvement of products/services, processes and systems. Develop mutual trust, respect and commitment to customer satisfaction and continuous improvement.

REQUIREMENTS OF THE ISO 9001:2008 STANDARD/ STANDARD CONTENTS - Quality Management Systems

Areas covered by ISO 9001:2008, which are also subject to verification during certification, are:

➢ The quality management system
➢ Management responsibility
➢ Resource management
➢ Product realization
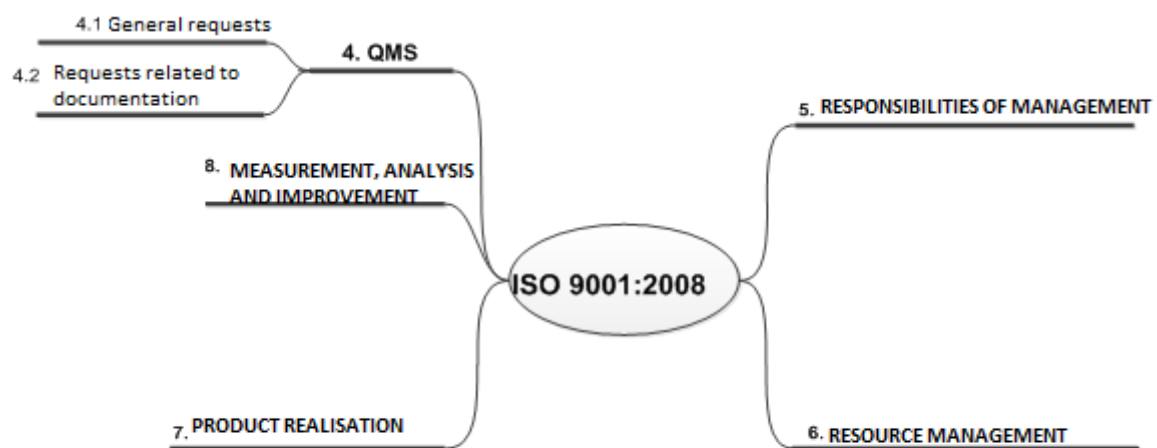➢ Measurement, analysis, improvement

Figure 2. Structure of the ISO 9001:2008 Standard

ISO standards can be applied to all organizations, regardless of the size and scope of their work.

Thus, viewed from the aspect of non-governmental organizations:

• Every NGO that uses project, technical, commercial, legal and other general documentation, also has to manage it (Requirement 4)
• Each NGO has a management, which has specific tasks (Requirement 5)
• Each NGO has to manage its human, material and technical and financial resources (Requirement 6)
• Each NGO must create products and/or services which sustain it and provide them to users (Requirement 7)
• Every NGO must monitor the effects of its work, operations, eliminate problems in the work and correct mistakes if they happen, but also prevent their occurrence (Requirement 8)

One can in more detail get acquainted with each point of the system quality requirements specified in the following pages, through organized trainings offered by the Resource Centre of the Centre for the Promotion of Civil Society in BiH, other similar organizations in other countries, certification houses, and private consulting companies. With the assistance of certified quality systems managers, and the fact that you already consciously or not perform most standards, we are confident that you realize that fulfilling all requirements for quality systems is a solution for and will alleviate your work. Remember, this is a system which helps us deal with the causes rather than consequences, a system which protects against errors, based on 4 rules:

1. PRESCRIBE YOUR WORK METHODS!
2. DO AS YOU PRESCRIBE!
3. RECORD WHAT YOU DID!
4. QUESTION YOUR WAYS OF WORKING, AND TAKE MEASURES TOWARDS CONTINUOUS IMPROVEMENT!

Quality Management System

Do you want to deal with causes rather than consequences?

4.1 GENERAL REQUIREMENTS

Requirement

The organization must establish, document, implement and maintain a quality management system, and continually improve its effectiveness in accordance with the requirements of international standards.

In addition, the organization must also pay attention to determining the processes required for a quality management system, and their interactions, to ensure the effective operation of the control of these processes, as well as their monitoring, evaluation, and continuous improvement. The organization has to manage these processes in accordance with the requirements of this international standard.

A process-oriented quality management system follows all essential operational processes and monitors them. The process-oriented structure of a quality management system, in accordance with the ISO 9000 standards series, clearly shows the starting point of the creation of each service/product in the organization on the market, and user requirements. User requirements are monitored and achieved in the process of producing goods and services. Improving products/services and process optimization are carried out taking into consideration customer satisfaction.

A FUNCTIONAL MODEL OF A QUALITY MANAGEMENT SYSTEM
in accordance with the ISO 9001:2008 international standard

RESPONSIBILITIES OF MANAGEMENT
1. CUSTOMER ORIENTATION   2. A POLICY OF QUALITY
3. PLANNING   4. A SYSTEM OF QUALITY
5. RESPONSIBILITY, COMPETENCES AND COMMUNICATION
6. RE-EVALUATING THE QUALITY SYSTEM

MANAGEMENT OF RESOURCES
1. FINANCES   2. PROCUREMENT
3. HUMAN RESOURCES
4. INFRASTRUCTURE
5. IT SUPPORT
6. WORK ENVIRONMENT

1. INTERNAL AUDIT
2. MEASURING & SUPERVISING THE PROCESS
3. DATA ANALYSIS
4. PREVENTIVE & CORRECTIVE ACTION
5. MEASURING USER SATISFACTION

DEMING CYCLE
A P
C D

ENTER
PRODUCT/SERVICE REALISATION
PRODUCT/SERVICE
EXIT

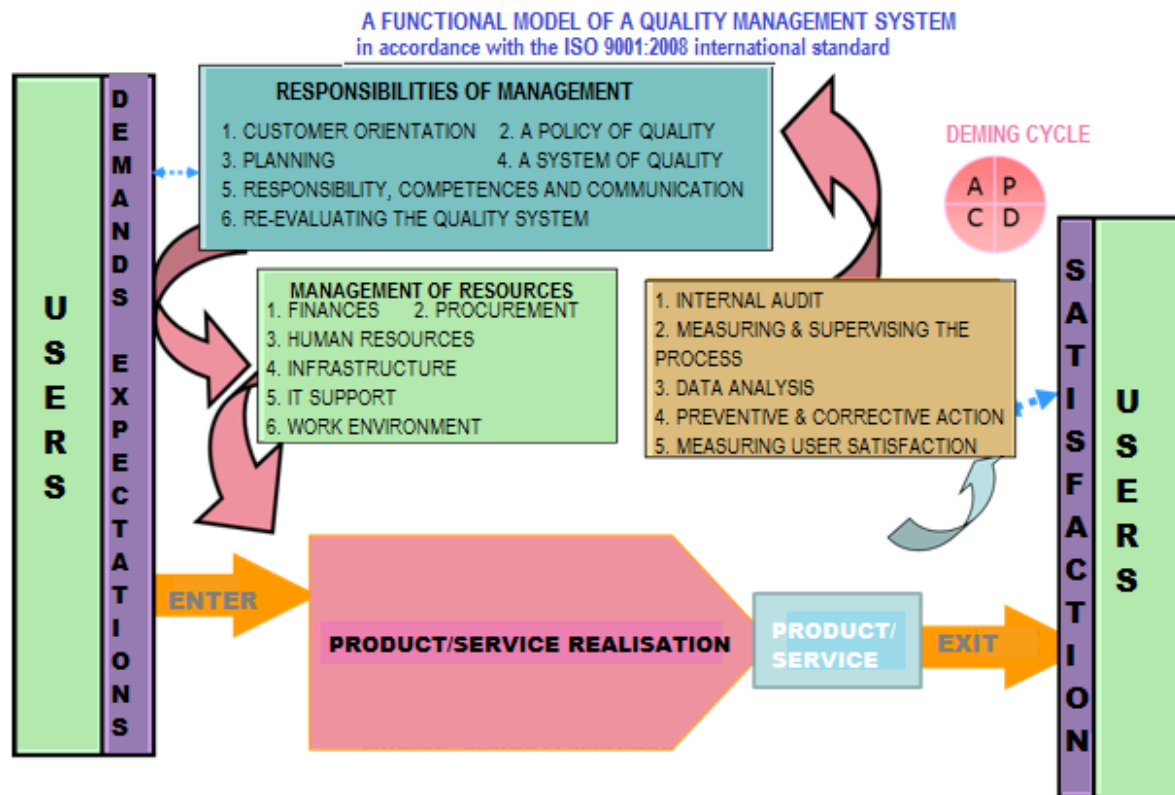USERS
DEMANDS EXPECTATIONS
SATISFACTION
USERS

Figure 3

Figure 3 of the Process –based Quality Management System clearly shows, without too much detail, the connections of processes that were presented in the requirements of the standard (Items 4 to 8, which will be explained in subsequent chapters). The figure shows that customers play a significant role in determining (defining) elements, as their requirements. Monitoring customer satisfaction and other stakeholders requires evaluating information and data relating to the observations made, evaluating whether the organization meets their requirements, and the extent to which they met their needs and expectations.

The figure shows that users play a significant role in determining (defining) input element as their requirements. Monitoring satisfaction of customers and other stakeholders requires evaluation of information and data relating to the observations made, whether the organization meets their requirements, to which extent they met their needs and expectations.

Figure 3 indicates these typical processes:

•   processes for managing the organization (in blue)

•   processes of resource management (in green)

•   processes of realization of products or services (in red)

•   processes of measurement, analysis and improvement (in brown)

The functional model illustrates the joint effect of management and supporting processes in the production of goods and services. The general process is integrated into cycles of improvements that cover all areas and processes. In this respect, special importance is given to two questions:

• Have we done the right thing i.e. do the products / services correspond to the needs of the market/user?

• Have we done things in the right way, i.e., do the final products/services meet predetermined requirements/specifications?

The approach to systems management and quality improvement is based on a cycle of four steps known as the P - D - C-A (Plan-Do-Check-Act) "plan - do - check - act", that we explained earlier.

Exclusions from standards requirements

As the subject of work, that is, the main process, varies from one organization to another, the standard recognizes that the application of some of its requirements will not be possible ("When any of the requirements of this international standard cannot be applied because of the nature of the organization and its products/services, the option of not applying them may be considered", ...)

It should be noted that the sub-clause of Standard ISO 9001: 2008, *1.2 Application*, can be applied to individual claims or sub-clauses in Item 7 *Product realization*, taking into account that disregarding the requirements from Item 7 of ISO 9001:2008 is acceptable only if such exclusion "does not affect the ability of the organization or its responsibility to provide the product/service that meets customer requirements and relevant laws and regulations."

Note: Permissible exclusions apply only to Chapter 7, no request beyond this chapter can be excluded.

Meaning

The requirements of this item refer to the prerequisites that an organization must meet in order to establish, maintain and improve its quality management system.

Each organization must respect the existing laws and regulations governing its work in various fields. Within the quality system, it is very important that the organization knows the laws that are in force, that it has a system which ensures that information about changes in the legislation reach the organization's management on time, and that all changes are introduced timely into the daily work of the organization. Of course, it is equally important that all staff and volunteers are familiar with the organization's bylaws, and any change made to them. This is why the quality rulebook is an important document, where all acts (regulations, procedures, and guidelines) will be attached, making them easily available and simple to browse.

4.2 REQUIREMENTS REGARDING DOCUMENTATION

We emphasize that ISO 9001 requires (and always has required) a "Documented quality management system," rather than a "system of documents"

4.2.1. General

Documentation of the quality management system must include a documented statement of objectives and quality policy, quality rulebook, documented procedures, records and documents, including records used by the organization for effective planning and controlling processes.

Justification

Apart from being necessary for the internal work organization, the documents allow the organization to present itself to the public, and to create its own image, and tell its story, even when the organisation no longer exists. A picture of the organization created solely on the basis of registration, statute, or newspaper articles is not complete; an organisation also needs its "papers", because it is in its own interest that its public image, present and future, be as accurate and true as possible. This requires sorted and searchable documents. Very often organizations do not have enough resources to attend to the arrangement of documents, CDs, tapes, etc. However, efficient document management is of great importance to the work of civil society, and there are special trainings or manuals related to document management. [1]

The importance of document management systems in quality management is usually underestimated, and it is often considered sufficient to have documentation consisting of a multitude of procedures and regulations, and that is enough for obtaining a certificate. Actually, the fact is that this manner ensures that everyone in the organization is acquainted with the quality objectives, that they use the latest versions of documents, that they know who is responsible for changing the rules of work, how to communicate with staff, that everyone uses the same patterns, that they know where they can be found, etc.

Each organization will have a different amount of documentation. The reasons for this are differences in the organization's size, type of activity, complexity of processes and their mutual relations, and staff competence. Usually, at the beginning, there is an exaggeration of legislation in all areas, the duplication of some rules in various documents and the like, but over time and with system development, these documents become "refined" and simplified.

The term "documented procedure" indicates that a procedure is established, documented, implemented and maintained.

As part of this requirement, it is explicitly stated that the documentation can be in any form or in any media type. This means that the quality management system documentation may be in paper, electronic or combined form. The latter method, where the documentation is partly in electronic and partly in paper form, should be avoided whenever possible, because this extremely complicates document management.

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[1] For example: "How to deal with "papers" in the CSO (Civil Society Organisation)" – A Handbook, Živana Heđbeli, Documante Zagreb, 2008

4.2.2. Quality Book of Regulations

The organization must establish and maintain a quality book of regulations.

A Book of Regulations, or Quality Handbook, contains: the scope of application of quality management systems, including details and justifications for any exclusion, documented procedures established for the quality management system, and instructions where to apply them, and the description of interaction processes of quality management systems.

The Book of Regulations is the main quality system document, in which the organization describes its work method, the manner in which it meets the standards, and also describes procedures. This is a new type of document in the work of NGOs, which refers to all existing regulations and guidelines, and that need not be a comprehensive document. The Book of Regulations is not the vision of what a quality management system in the organization should look like, but rather reflects the real situation and working methods. This document is a starting point during visits by external auditors for certification purposes, but is also very useful as a reminder and a source of information for employees and volunteers, as well as deployment of new team members. The Book of Regulations should be available to all employees and other interested parties.

4.2.3 Control of Documents

Documents required by the quality management system must be controlled.

This requirement refers to the obligation to monitor the documentation that is used within the quality management system. In this context, a documented procedure must be established, one that defines the control of documentation required for: the approval of the adequacy of the documents before publication, reviewing and updating where necessary, and re-approving documents, ensuring labelling and updating the status of the current versions of documents, ensuring availability of adequate editions of documents in the usage area, ensuring continuous readability of documents and their rapid detection, ensuring that documents of external origin, which have been determined as necessary for the organization for planning and implementing the quality management system, are appropriately labelled and that their distribution be monitored, to prevent inadvertent use of obsolete documents, and their appropriate labelling.

All organizations possess documentation, but it varies greatly in the degree of regulation. It can usually be found in various files and cabinets, regulated when it comes to the organisation's legal obligations and commitments to donors. It often happens that there are several versions of a document in circulation, and at times, finding a document is a problem if the person that usually deals with archiving is not at work.

The organization must have a central record of the documentation, which keeps track of the documents' label, its location and its period of validity. Also, it is necessary to clearly define the labelling method of documents, and determine responsibility for document management as defined by the law, and by other stakeholders (e.g. donors). In addition to the documentation that the organization must have due to legal and donor requirements, the organization also keeps personal documentation necessary for its own needs, which is not prescribed by law – this kind of documentation must also have a certain shape, a storage place and method of management.

Every organization independently models its own documents and forms their use in accordance with their needs.

As part of this requirement, it is stated that records established to ensure evidence of compliance with requirements, and effective implementation of a quality management system, must be monitored using the procedure established by an organization. This procedure determines the forms of supervision required for labelling, storage, protection, retrieval, storage time and the availability of records. Records shall remain legible, easily recognizable and renewable.

Records exist in all organizations, as these are the various documents that provide information necessary to effectively conduct business. Simply put, these are documents which prove that we did the work and that we comply with certain requirements. Examples of records for the quality management system are: meeting minutes, internal plans and reports, monitoring reports, information on training, on orders and receipt of goods, reports on the preventive and corrective action, project proposals etc.

If not otherwise regulated by law, records are kept for at least one certification cycle, or that they may be presented to the auditor upon recertification. The period of retaining records is not an explicit requirement of the standard, but it is justified by the nature of the matter.

Overview of Records – TABLE

Table 2. Records required by ISO 9001:2008

Item	Record Requested
5.6.1	Re-examination by management
6.2.2 e)	Education, training, skills and experience
7.1 d)	Evidence that process realization, and the product as the result of the process, meet the requirements
7.2.2	The results of reviewing the requirements relating to the product, and actions arising from that review
7.3.2	Design and development of inputs relating to product requirements
7.3.4	Results of design and development of reviews and any necessary actions
7.3.5	Results of design and development of verification and any necessary actions
7.3.6	Results of design and development of validation and any necessary actions
7.3.7	Results of the review of changes in the design and development and any necessary actions
7.4.1	Results of supplier evaluations and any necessary actions arising from evaluation
7.5.2 d)	Upon request, the organization can demonstrate process validation where subsequent monitoring or measurement cannot verify the resulting output
7.5.3	Unique identification of the product, where traceability is a requirement
7.5.4	The product/service owned by the customer is lost, damaged or it is otherwise discovered that the customer is unfit to use it
7.6 a)	The basis for calibration or verification of the measuring equipment, where international or national standards do not exist
7.6	The validity of previous measuring results, when measuring equipment is not compatible with the requirements
7.6	Results of the calibration and verification of measuring equipment
8.2.2	The results of internal audits and the actions that follow
8.2.4	Referring to the person(s) who possesses the authority to issue products
8.3	The nature of product incompatibility and any action taken, including obtained approvals to make deviations

8.5.2 e)	Results of corrective actions
8.5.3 d)	Results of preventive actions

5. MANAGEMENT RESPONSIBILITIES

5.1 Management commitment

Management must provide evidence of its commitment to a quality management system and its continuous improvement.

As part of fulfilling this requirement, the organization's management must demonstrate that it creates conditions for the organisation's sustainable development, the development of staff and volunteers and increasing the satisfaction of all interested parties, as well as meeting all legal requirements. The standard stipulates the obligation of establishing a quality policy with quality objectives.

5.2 User/Customer Orientation

The top management must ensure that customer/user satisfaction is increased

While the standard speaks of "customers", in the case of non-governmental organizations, this refers to users of services: citizens, donors and other interested parties. More on this in Sections 7.2 and 8.2.

5.3 Quality Policy

The Management ensures that quality policy is appropriate to the purpose of the organization.

Quality Policy is a new element to the NGO - it is a document, usually one page long, which includes a commitment to requirements and continuous improvement, and provides a basis for setting policy and quality objectives. A quality policy is the only true definition of quality that is taken into account in the organization. The policy should be based on current goals and values of the organization, it should be simple and relevant to the organization, and logical to people in the organization.

Communication within the organization, and ensuring employees and volunteers understand the quality policy, is very important. Understanding and being familiar with the quality policy by staff and volunteers is, among other things, one of the components of an auditor's verification.

One of the reasons why we need a well-written quality policy is for employees and volunteers to understand that their work affects the quality of operation, and thus the success of the organization. Employees and volunteers must be aware that their individual contribution is important to the overall success of the organization.

If the quality policy is written only to satisfy the requirements of the ISO 9001:2008, then it does not have any value.

5.4 Planning

The management of the organization shall ensure an establishing of quality objectives at relevant functions and levels within the organization. Also, the management ensures that the quality management system plans to fulfil the requirements in application in 4.1, and achieve quality objectives.

Every organization should have a mission, vision and values that were created in a highly participatory manner - by involving all employees and volunteers, but also partners and other stakeholders. Also, all stakeholders must be familiar with the mission, vision and values of the organization. These documents direct the development of strategic and operational plans of the organization.

An organization must have a defined process of making plans, their changes and improvements. It is important that organizations monitor the implementation of plans and inform the public about it. Therefore, the organization makes an annual report, and presents it to the public and all interested parties. The annual report presents information on the work conducted in the past year, as well as an analysis of the achieved goals, whereby the information related to the quality system is "interwoven" in the report (e.g. internal audit findings, feedback from users and other interested parties, accomplished improvements, etc.). Publication of an annual report is an important part of the organization's transparency and its social responsibility, so it needs to include financial indicators, sources of funding and other relevant information of interest to the public.

5.5 Responsibility, authority and communication

The management of the organization ensures that the responsibilities and authorities are defined and known within the organization.

The management of the organization should as its priority be committed to constantly improving the quality system, ensuring conditions for sustained development of the organization, its continuous improvement, working on the development of employees and volunteers, and increasing the satisfaction of all stakeholders in the organization's processes. To make this process continuous, the organization's management will nominate a member of management who, irrespective of other authorities, has the responsibility to ensure that the processes required for a quality system are implemented and maintained, to report about it to the top management, and take care of any needs for improvement.

The management must also ensure effective internal communication. It is not necessary to discuss all the benefits of a regulated system of internal communication and the effects it produces. If preferred by the organization, internal communication can be broken into to communication between different levels, groups and individuals in the organization. The organization can optionally also devote attention to external communication. In this case, external communication is consistent with the ethical principles of communication, supporting the vision and values of the organization. The organization has an elaborated process of monitoring feedback, analysis of feedback/complaints/suggestions of interested parties, which may easily prove the efficiency of the communication process.

The ultimate goal of the management and organization is a better response to customer needs, providing better quality services, improved teamwork and communication, motivated staff and volunteers, and ultimately greater recognition for their work by the community, users and donors.

The leadership of the organization must at planned intervals review the quality management system in the organization. The review includes possible areas for improvement, evaluating the effectiveness of all corrective or preventive measures, and certain changes to the quality system.

This item of the standards implies the organization will plan and carry out an internal audit. An internal audit is conducted to determine the state of quality management systems, primarily for the needs of the organization's management, so that it has insight into whether its practices and its requirements are compliant, and in case of a problem or incongruity, that there is timely response. From this, it is clear that the internal audit results are presented to an organization's management, and also to the department/organizational entity and the competent person of the audited organisations.

The internal audit or internal examination, i.e. assessment is conducted by competent and trained internal auditors. The audit is not a sudden visit – instead, the participants are informed in a timely way about the scope and schedule of the audit. The frequency of internal audits depends on the audited area, so some areas may be audited more frequently and some less. It is important to emphasize that the internal audit is conducted by an auditor from the organization, that is, an internal auditor. All organizations that have established or are establishing a system of quality management, environmental and/or security management must have certified internal auditors who perform internal audit tasks in their own organization, and with partners and suppliers. After training and passing an examination, candidates receive a certificate for professional internal auditors. In BiH, trainings for internal audits are conducted by the Centre for the Promotion of Civil Society. So far, 20 organizations have certified their auditors through trainings organized by the Centre. Regardless of the country in which your organisation operates, the Centre can provide training and certification, or training can be done in collaboration with the Institute for Quality in your country, or wt one of the agencies who primarily deal with this task.

Internal audit findings are the foundation for conducting improvements, based on which measures are taken. Naturally, improvements are carried out without waiting for an internal inspection, although an internal audit represents a sui generis finding/evaluation of the organization at any given moment. All modifications and improvements, as well as elimination of any discrepancies identified by the organization based on internal testing, or in general, will be evaluated and documented as such.

Therefore, the organization evaluates new solutions in practice, and introduces the chosen solution to the system for which there is a documented alteration or trace. In the same manner, the organization monitors the satisfaction of interested parties (most commonly users of the service). If it desires, the organization may expand its range to donors and thus achieve a higher reputation, and also make it known that it has a serious approach to all areas and processes of quality control.

6. RESOURCE MANAGEMENT

6.1. Providing resources

The organization should define and provide the resources necessary to maintain and continually improve the quality system and its efficiency, and increase the satisfaction of service users.

As described in Section 5.5., the management will nominate a member of the management who will, irrespectively of other duties, have the responsibility to ensure that the processes required for a

quality system are implemented and maintained, who will report to the top management on the matter, and attend to all necessary improvements.

6.2. Human Resources

Staff who perform tasks related to the compliance of the service or product with the requirements of the quality system is appointed based on appropriate competence and expertise, skill and experience.

Employees (human capital) are the foundation of the organization.
It is natural that every organization and every team wishes to, in their ranks have, the best and most competent staff. Likewise, each management seeks motivated staff who are selflessly committed to the goals. In a very simple manner, the quality system helps each management effectively achieve these goals. As previously stated, incentives for the implementation of the quality system and its continuous improvement should come from the top management. By opting to operate in accordance with the requirements of the quality system and with the process approach, organizations will facilitate the exchange of knowledge and experience, and improve their current state.

The organization needs to have a specified organizational structure, job descriptions for each position, as well as the necessary competence.

Personnel competencies, in a general sense, are based on the level of education, completed training, acquired knowledge and skills, acquired experience in certain jobs, adopted values of work and level of business culture.

Activities related to this area include:
– defining the required level of competence for every position,
– planning employment, employing and familiarising employees and volunteers with work
– planning and execution of employee and volunteer training,
– training for necessary skills,
– evaluation of undertaken actions, and the resulting level of competence.

The relevant documents meant to satisfy this requirement of the standard may be very simple tools in the form of e.g. Competency Matrices, Staff Development Procedures, Act on the Organisation and Systematisation of Job Positions, Education and Training Programmes, etc.

For each position, there will be a periodical review of the competencies, skills, and the work done itself, and an assessment of which trainings are relevant. The trainings should be held as soon as circumstances permit, and all of the abovementioned should be documented, and a visible trace be made possible.

In addition to these issues, the quality system also regulates the management of infrastructural resources, such as safety of equipment, data, communications equipment and the space itself in which work is carried out. Every organization wants to protect confidential data and information, as well as those that legally require protection, which is why the quality system requires a defined procedure for the protection of data and information, equipment maintenance, and refers to the procedures and responsibilities for managing the infrastructure necessary for the realization of the vision, mission and goals of the organization. In this regard, the organization provides information about the working premises (whether it is private or rented), the responsibility of maintaining the premises in accordance with the contract, maintenance and repair of ICT equipment (for example, via a contract with an authorized repairer or in another manner in accordance with the

manufacturer's equipment), the existence and maintaining antivirus protection in the computer system, the manner of preserving business correspondence, access to this correspondence, and instructions on the use of the personal information of employees and customers.

6.4. Working environment

We will not particularly discuss Point 6.4. It is sufficient to state that the organization makes sure that the conditions under which the work is performed are suitable. These conditions include the level of noise, temperature, brightness, cleanliness, etc.

7. REALIZATION OF PRODUCTS/PROJECTS AND SERVICES

In short, Item 7 of the Quality System Requirements directs the organization to overview all the processes it performs (services and projects). Most organizations have defined users. It is necessary to determine their requirements and expectations, and accordingly draw up plans, strategies and other documents. The circle is closed by the organization defining which processes/activities are required to meet the users' needs, assessing of its performance in their realization.

7.1. Realization of products / projects and services

The organization plans the processes / projects necessary to meet the users' needs.

This item of the standard focuses on the processes that the organization governs, and in its scope, it is necessary to show the organization's focus on service users, sponsors, management and execution of services and projects.

The processes can naturally be extended if it is in accordance with the basic activities of organizations, such as the building of partnerships and networks, etc.

7.2. Processes that are related to the customer/user

The organization reviews the needs and demands of its customers and other stakeholders, and participates in tender calls in case they match the mission and goals of the organization.
What should we monitor and evaluate? Every organization directs and adapts its activities and services to the needs of its users, and develops or improves them, which means that the services provided are derived from the users' needs. In order to ensure greater efficiency, the organization will define methods for communicating with service clients, for monitoring (measuring) customer satisfaction and for feedback collection, along with initiatives or complaints that will be the foundation for better orientation of services provided by the organization.

In accordance with the quality system, the organisation defines procedures and methods for monitoring its effectiveness. In this item of the standard, the organisation is devoted to service users and their expectations or demands.

7.3. Design and Development

The organization plans and develops new services and projects

As a logical continuation of the previous point, after an analysis of user needs, the organization develops new services and projects in line with their expectations and needs. The organization

certainly can also develop those services that it considers necessary and are not derived from the analysis of user needs. Naturally, the organization uses previously described methods to make its assessments, as it did with existing services.

When developing new projects or services provided by the organization, it is essential to establish a clear division of duties, authorities and responsibilities in terms of developing new services or projects, and their final design. It is not wrong to have the standard of organization specify that all employees can initiate new services, with the proviso that the entity that makes the final decision must be clearly identified. It is natural that new services arise from the user needs that are somehow visible and verifiable.

Furthermore, this item of the standard is also discussed in light of procedures: whether the organization applies them and on what projects, whose approval is required, which partnerships and with whom, the need for networking and what this need is based on, etc. Nevertheless, the practice shows that a large number of organizations have most of these requirements in practice, but this is rarely documented.

Finally, the new services or projects are reviewed, usually through an evaluation, in order to meet the criteria of the reviewing and validating new services. Whenever it is practical, validation of new services should be completed prior to the delivery or implementation. Changes in design and development must also be identified and records maintained. Development and modifications must be appropriately reviewed, verified and validated, and approved before implementation.

7.4. Procurement and subcontracting

The appointment of suppliers with which the organisation works is done in accordance with procedures that define the assessment and selection of suppliers.

Purchases made by the organization, i.e. of goods and services, are made on the basis of a precise requirement, before they are sent to the supplier. These types of purchases are mostly defined by the project, internal rules of the organization or the applicable legal regulations. The organization shall ensure that purchased products or services are in accordance with the requirements specified in the order.

7.5. Business processes

The organization has an established and documented, implemented and maintained system during all the phases of any process within the organization.

As a compilation of previous items, meeting the requirements of this item means that the organization needs to establish processes that ensure monitoring and measurement, the manner of implementing projects, the responsibility of employees or volunteers, as well as their involvement in improvements. We are entirely certain that most organizations are best at implementing projects that they have defined objectives, bearers and collaborators, deadlines, etc. If we are right, in this case, it becomes simpler and faster for the organization to make its work compliant with the requirements of the quality system.

In general, the organization needs to prove that it has a defined procedure for monitoring and evaluation of its operations and project execution, stakeholder satisfaction, efficiency of implementation of annual work plans, financial plans, etc.

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

The organization must plan and carry out monitoring, evaluation, and implement improvements to provide efficiency and effectiveness of its operations.

8.1. General requirements

The organization plans and implements the monitoring, evaluations and improvements in order to demonstrate compliance with the requirements of the quality system.

Every organization strives to fully meet the needs and expectations of its stakeholders, mostly service users, and successfully implement their projects, thus achieving donor satisfaction. In short, it tries to achieve remarkable results. Item 8 of the Standard focuses on defining the procedures and methods for monitoring the efficiency of these processes, making the organization greatly focus on service users, financiers, service or project performance, and improvements in the form of corrective and preventive actions and measures.

8.2. Monitoring and Measurement
8.3. Control of incompatible products/services
8.4. Data Analysis

The organization monitors and analyzes information from its service users. For this purpose, the methods for collecting and using this information have been established.

We may again ask the question: What do we measure? We must immediately understand that we are all part of a "supplier-deliverer" chain. It is true that you are constantly examining something, measuring and improving. It is necessary to timely discover a weak point in the chain, so that we do not find ourselves as the weak link in the chain.

It is clear that monitoring and evaluation reveals differences between what is expected/planned and what is realized. This item of the Standard steers the organization towards collecting and determining service customer satisfaction, monitors project execution, efficient implementation of annual work plans, financial plan, the satisfaction of its employees and suppliers, etc., and analyzes and uses this information in planning, or as a basis for improvements. NGOs apply various methods of monitoring and evaluation in the implementation of their projects, and the quality system ensures that these procedures apply to all projects, as well as the overall functioning of the organization.

8.5. Improvements

The organization continually improves the effectiveness of the quality system through audit results, data analysis, corrective and preventive actions, in accordance with its policy and quality objectives.

As a logical result of the above-mentioned activities, the quality system ends with improvements that the organization takes based on perceived deficiencies. To this end, the organization takes action to eliminate the inconsistencies or improve certain practices. This procedure has been established, in the event of user complaints, or a poor evaluation of a supplied training), to examine the practices of determining the cause and assessing the need for action, to ensure that this problem will not happen again. The same method is applied in the case of preventative actions.

Any action to eliminate inconsistency or take preventative measures should be reviewed/evaluated and documented.

CONCLUSION

Now you have come to a point where you know the fundamentals of the quality management system, and you have an idea of how your organization needs to regulate its system. You have probably recognized many things that that you have already regulated, as well as areas where you

need to start paying more attention (and where you've long wanted to do). Your task now is to think about what your organization wants and needs.

Every organization finds the incentive for self-testing and verification in seeking possibilities and opportunities for improvement, and in helping manage the organization. Here there are several options at one's disposal.

(Before you read the available options, please remember that: Testing is NOT an evaluation of work performance and an attempt to find the faults of particular employees. Testing IS the evaluation of the entire system of organisation management).

1. An internal verification of the compliance of your activities with the quality system

An organization performs checks at planned intervals to determine whether and to what extent there is compliance of existing organizational management with the quality management system, and to determine and remove any incompatibilities.

Incompatibilities are primarily removed to improve work organization and the execution of project activities, but prior to the arrival of external verifiers.
The internal verifications of the organization at these planned time intervals are determined by:
- whether the quality management system in the organization meets the requirements of standards;
- whether established internal policies and agreements are being effectively implemented;
- whether legal and other requirements are being effectively implemented.

By conducting an internal verification, each organization will get results/information on whether its work complies with the official standards of the quality system, with internal arrangements and documented working methods (internal rules), and also enables the training of the verifiers, as well as the staff and volunteers involved in testing (especially if they are not accustomed to verification).

There are multiple benefits for the organization from the verification:

- It identifies discrepancies with the agreed working methods, and deviations from internal policies;
- Areas that require improvement are defined, as well as the methods of implementing improvements;
- It raises awareness of staff and volunteers about the importance of quality systems;
- It helps in the exchange of good practices.

For an organization to implement an internal verification, it needs to have a certified internal quality system tester.

2. Verification by another party

This type of testing is no different than the one described under Item 1. The basic difference is that it is conducted by a certified manager of the quality system management (external / internal tester from another organization), who is not an employee of your organization.

As with internal checks, it is important to schedule a meeting with the external auditor and discuss the duration of the audit. Upon completion of the check, the external auditor will submit a record of his/her findings, and make recommendations for any necessary improvements.

Advantages of this type of verifying are reflected in the fact that they are performed by a manager of the quality management system, as well as in the fact that a record exists, which contains information to what extent existing organizational management complies with the quality management system.

Based on the findings, the organization gives itself the necessary time to act according to the recommendations, i.e. determine the activities that will lead to improvement, and the implementation and evaluation of the effectiveness of the introduced improvements. It is recommended that NGOs organize this kind of external verification between each other. In BiH, the Centre for the Promotion of Civil Society has organized trainings for quality managers, and we currently have 10 quality managers, who can serve as external verifiers in your organization.[2]

3. External verification that your work satisfies quality standards

External (external) verification of compliance to quality standards is done by accredited certification bodies for quality management system certification, or by authorized managers certified for quality system management, in order to provide an official evaluation/assessment of compliance of the organization's work with the standards of the of quality system. Based on this assessment, the organization acquires a certificate of quality, which is valid for three years and must be renewed.

Regardless what type of verification you choose, it is useful to learn basic principles of verification:
a) for auditors/verifiers:
Ethical behaviour: the foundation of professionally implemented work
Correct reports: the duty to report truthfully and accurately
Attention to competency: competency and rational judgment,

b) for the audit /verification:
Independence: the basis of the impartiality and objectivity of verification conclusions
Fact-based approach: a rational method to achieve safe and reproducible findings.

WHAT IF THERE IS NOTHING THAT SUITS YOU?

You may come to the conclusion that none of these options are suited to your organization, but you still want a method will help you assess the quality of your work, and improve it.

Your option is to make your own quality framework that has been created according to the needs of your organization and customers, relying on the principles and requirements of ISO 9001:2008

FURTHER ADVICE

Use the support offered by the Resource Centre within the Centre for the Promotion of Civil Society in BiH and the region, and follow the information given that can direct you to free or cheaper services in this field. Continuous work on improving quality is paramount. Your organization already has a lot of elements that only need to be connected and incorporated into a complete system.

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[2] All information can be obtained via email rc@cpcd.ba or phone +387 33 644 810